



**CASE STUDIES OF MAIN STREET
COORDINATING PROGRAM
PARTNERS IN THE SOUTHEAST**

**PREPARED FOR
ALABAMA HISTORICAL COMMISSION
FEBRUARY 17, 2009**

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§ I. EXECUTIVE SUMMARY

Information for the following case studies was collected from a series of interviews with representatives of the eight Main Street Coordinating Program Partners located within the southeastern part of the United States. They were:

- Cary Tyson, Director, Main Street Arkansas;
- Joan Jefferson, Coordinator, Florida Main Street;
- Jo Childers, Main Street & Better Hometowns Program Manager, Georgia Department of Community Affairs, Office of Downtown Development;
- Ray W. Scriber, Coordinator, Louisiana Main Street;
- Bob Wilson, Executive Director, Mississippi Main Street Association;
- Elizabeth H. Parham, CMSM, Director, Office of Urban Development & North Carolina Main Street Center;
- Beppie LeGrand, Program Manager, Main Street South Carolina; and
- Kimberly Franklin Nyberg, State Coordinator, Tennessee Main Street Program.

There is one urban coordinating program in Orlando, Florida, which was not included in this survey. An analysis of these case studies highlights several issues.

TIERED PROGRAMS

Once defined as designated Main Street programs that receive differing levels of services and have different performance standards, tiers were not considered a successful experiment in the early years of Main Street. They were primarily deployed to meet political expectations of designating many communities without spending much money on services to local programs.

Several of the programs in the southeast and throughout the country have created a new system of tiers that does not dilute the Main Street brand but allows more communities to learn about the Main Street Four-Point Approach®. Main Street Arkansas, the Mississippi Main Street Association, and Main Street West Virginia are some of the best examples. Designated Main Street programs must meet the ten performance standards for National Main Street Program Accreditation (attached in the appendix). A second tier, sometimes called the Downtown Network, allows programs that do not have staff or committees to join the networking events. These programs are not allowed to use the Main Street name. In West Virginia, they are known as “On Trac” communities and must apply for full designation within three years of receiving their On Trac designation. In Arkansas, members of the Arkansas Downtown Network can stay at that tier indefinitely.

ECONOMIC RESTRUCTURING

In all states surveyed, economic restructuring emerged as the weakest point. Even when the Main Street Coordinating Program Partner was housed in an economic development office and the economic impact of Main Street programs was the primary reason for funding a Main Street Coordinating Program Partner, local programs continue to struggle with economic restructuring projects. This is a nationwide issue and the National Trust Main Street Center is reviewing how we teach economic restructuring to ensure that we create teaching modules which leverage the most achievement from local Main Street programs.

PROGRAM LOCATION

Of the eight surveyed, 25% of the programs are independent nonprofit organizations and the remaining 75% are housed within a state agency. Of the state agencies, only one is located in an economic development department. Three of the programs (or 37.5%) are housed in the state historic preservation office (SHPO) and three are housed in offices of community affairs.

The survey results somewhat follow national trends. While the southeast has a larger percentage of nonprofit coordinating programs, it is not much larger – 25% in the southeast compared to 16% nationally. The biggest difference is the split between economic development and preservation offices. Nationally, 40% of coordinating programs are housed within economic development departments while that number is 12.5% in the southeast. And in the reverse, only 13% of programs around the country are part of the SHPO office while 37.5% in the southeast are part of the SHPO.

Each location has pros and cons and until further research is done for Alabama, it is impossible to recommend the best location for an Alabama Main Street program. The most significant benefit of being a state agency is that technical assistance can be provided for free to local programs. Other benefits include higher employee benefits for staff, access to other state programs and better awareness of the program by state elected officials. The benefits of a nonprofit organization acting as the Main Street Coordinating Program Partner include higher salaries for the staff, a “freer” voice in advocacy, and less “red tape” in administering the program.

The programs enjoy very healthy budgets, with an average budget of \$700,000, more than double the national average of \$331,000. There is little correlation between location and size of budget. The largest and the smallest budgets are found in the two nonprofit programs.

SERVICES TO LOCAL PROGRAM

All of the programs provide fairly extensive onsite technical assistance but few programs provide funding to local programs. In fact, only one, Louisiana, does. A clear observation is that the large amount of “road time” logged by the staff of the Main Street Coordinating Program Partners is a constant between all states.

This is not surprising given the relative age of these eight programs. Two of them participated in the demonstration study of Main Street Coordinating Program Partners. Their average age is 23.75 years old. Clearly, what the country has learned about the importance of onsite technical assistance, rather than grants, has been proven in the southeast. Although local program leaders will always say that they need money more than advice, we have found the opposite to be true.

TENNESSEE CASE STUDY

Tennessee Main Street is much different than the other programs in this survey but it is that difference which makes it the best case study for Alabama. Unlike the other states, both Tennessee and Alabama had years of dormant Main Street Coordinating Programs. Tennessee’s rebirth four years ago provides the best road map for Alabama to study as it attempts the same thing. Two key differences may make this much more difficult in Alabama. The current national economy is very weak while Tennessee restarted its program at the top of the last economic cycle. The second difference is the strong network of local programs in Tennessee. Although the

Alabama programs have stayed connected, they do not appear to have formed quite as politically strong of a network as Tennessee had. These key differences should certainly be considered in any effort to restore Alabama Main Street.

In summary, Alabama has many strong teachers from which to learn and they are located nearby. One strong commonality is the willingness to reach across state lines. Destination Downtown, the annual conference convened by Main Street Arkansas, Louisiana Main Street and the Mississippi Main Street Association, is the longest-running conference of its kind. And this conference has welcomed participants from Alabama and Tennessee. Everyone who participated in this survey is willing to provide any additional information which would help Alabama restore its Main Street program.

§ II. SPECIAL ADVICE FOR ALABAMA

Because most of the program leaders interviewed for this report had worked with representatives from the former Alabama Main Street program, they had some special advice to the Alabama leaders seeking to restore this program. While some of the advice is especially pertinent to Alabama, other ideas come from their successes and failures within their home states.

Explore many options for where to house the Main Street program, whether that's in an economic development or historic preservation office. Being a non-profit has been wonderful for South Carolina where it seems to be more flexible with less red tape than government-based programs. Wherever it goes, hire people with appropriate backgrounds. Don't ask an architectural historian to do economic development work. It's easier to teach preservation to someone with an economic development background than it is to teach economic development to someone with a preservation background.

Make economic development your primary focus. In its early years, the Mississippi Main Street Association focused more on historic preservation at the expense of economic issues. As with most Main Street Coordinating Program Partners, Mississippi has found that it is easier to insert historic preservation into an economic development agenda. And, proving that your program helps local economies is a great way to promote historic preservation. To demonstrate your economic development accomplishments, begin keeping reinvestment data and documenting successes from day one.

It is an easy observation that the Main Street programs which have expired, as Alabama's did, or which are struggling right now did not always have the strongest leadership within their staff. The time invested in finding the right person will lead to program stability and success. *This point may appear to be an obvious oversimplification but it could not be more important.* While the strongest leader may not always be able to overcome external forces hurting a program, weak state coordinators rarely succeed in building a strong program. This is the most important decision made about Alabama Main Street. When hiring for Main Street, be it for a non-profit or state government, you want to hire a zealot who is willing to make personal sacrifices in order to do this job well. You must have a "downtown evangelist" who believes in density, historic preservation, smart growth, locally owned businesses, civic engagement, and much more. Finding that kind of person can be particularly hard in the government arena though we have passionate coordinators housed in state government. There can be so many factors of politics, seniority, bureaucracy and favors in state government and, too often, there's a culture of lethargy that is hard to overcome.

In the job description for state coordinator, be sure to require a minimum of two days a week on the road working directly with local programs. This also means the state program will need to have an appropriate travel budget that doesn't limit the important onsite services. Set up a good balance between keeping your staff onsite delivering services to your local programs and working behind the scenes to advance the work of Main Streets statewide. You can advance your Main Street program by looking at the big picture, but never forget the small picture. Actively seek ways to get and keep good publicity for your program. This will go a long way to help with gaining support for funding, keeping momentum for your existing local programs, and attracting new Main Street programs.

When planning a budget, don't try to do it on a shoestring budget. The lesson learned from Louisiana Main Street in the first 19 years was that limited funding prevented the program from achieving the success people wanted. The past six years have been ones of extraordinary change for Louisiana Main Street as it has received better funding. Because the funding wasn't there initially, the state staff could not work on-site much with local programs and so the original local programs were not established correctly. Bringing them into compliance with the national performance standards for accreditation has been difficult. The same was true in Tennessee which restarted a dormant program. Don't assume that local programs which have continued operating without the benefit of a state coordinating program are fully versed in the Main Street Four-Point Approach®. Make sure that they are truly working in all four points. Use the annual accreditation process as a learning tool for those older communities. Some of them may have strayed away from the four points and will need to help them get back to the basics.

Mississippi Main Street Association's relationship with the Appalachian Regional Commission came from working with the Western Alabama Eastern Mississippi Alliance (WAEM), specifically the WIRED Zone. Mississippi Main Street Association is an implementation agent for WAEM. Alabama Main Street may want explore a similar relationship, especially since the Montgomery Institute is a funding source for WAEM. Auburn University supports WAEM with design services. This could be a strong funding source for a Main Street Coordinating Program Partner in Alabama.

Create strong public/private partnerships right from the beginning, even before designating local programs. This can include private sector partners and other state agencies. Tapping into state staff from regional offices can help your program to provide more services without adding more staff and to help local programs establish closer with their state government. Most state offices have something comparable to Tennessee's Regional Economic Development Specialists. Find them and find ways to partner on working with local communities

Make sure that local programs can find adequate funding. Explore if Alabama has state enabling legislation for tax increment finance districts (TIF) or other assessment districts (BIDs, etc.) which would provide funds for local programs. If the legislation does not exist, create it.

Build your program incrementally, and try hard not to fall into political pressure to designate too many programs unless you can add paid professional staff to keep up with the demands of serving many local programs.

Embrace green initiatives. Although preservationists like to say, "The greenest building is the one already built," historic preservation is still not seen as a strong player in the green movement, which is huge and where most young volunteers want to be engaged.

Don't attach your program to any one politician so that when administrations change, the Main Street is so closely identified it gets no support from the new one. This is good advice to local programs as well.

Encourage local programs to be independent nonprofit organizations. That is preferred model in most of the states surveyed in this report.

§ III. COORDINATING PROGRAM PROFILES

ARKANSAS

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Program At a Glance	
Number of staff members	6.5 full-time
Year that Program began (age of program)	1984 (25 years)
Type of Program	Agency of State Government
Total Budget for 2009	\$840,000
Local Programs Designated	17 (under 5,000: 3; up to 50,000: 12; over 50,000: 1; urban neighborhood: 1
Charge for Services	No
Advisory Board/Board of Directors	No
Tier Program	Yes

STRUCTURE OF STATE COORDINATING PROGRAM

Main Street Arkansas is part of the Arkansas Office of Historic Preservation. The program has consistently expanded in size and innovation throughout each of its 25 years and will be celebrating that success with a banquet in the spring of 2009. Current director, Cary Tyson, was promoted from within the program; he served as an assistant coordinator for several years before. The previous director, Marian Boyd, was promoted to Assistant Director of the Arkansas Historic Preservation Program. This program has enjoyed stable and strong staffing for many years. That stability has allowed this program to flourish and innovate. Additionally, Main Street Arkansas has become a strong leader among peer Main Street Coordinating Program Partners.

Types of Staff Members

- State Coordinator, who spends approximately 40% of his time working onsite directly with local programs
- Two Assistant Coordinators, who spend approximately 40% of their time onsite with local programs
- Small Business Consultant, who spends approximately 40% of his time onsite providing economic restructuring assistance to local business owners in Main Street and Arkansas Downtown Network communities
- Two Design Consultants, who each spend approximately 40% of their time onsite providing exterior and interior design assistance to local business and property owners – the interior specialist also provides visual merchandising advice
- Administrative Assistant, who provides 20 hours per week of administrative support

Advisory Board

The program has had an advisory board since 1988. Until 2002, the advisory board members selected award winners for the annual awards given by Main Street Arkansas, designated communities, and selected grant recipients. A reorganization of the board has turned it into a network for the state agencies and statewide organizations that have a stake in downtown revitalization: the Arkansas Historic Preservation Program (SHPO), the Historic Preservation Alliance of Arkansas (statewide preservation nonprofit organization), and the Arkansas Economic Development Commission (the state government's economic development program).

Services to Local Programs (all provided at no cost)

- Year End Review Visits (for every program, every year)
- Reconnaissance Visits (to new programs during their first year)
- Resource Teams (to new programs during their first year)
- Work Plan Workshops (to new programs during their first year)
- Onsite basic training sessions (as requested)
- Quarterly joint training meetings
- Regional and specialized topic trainings, as needed
- Design workshops for business and property owners (conducted by the Small Business Consultant with the Interior Design Consultant to address management and visual merchandising issues)
- Individual design consultation for business and property owners (interior and exterior)
- Design consultation to local programs on streetscape issues
- Individual and confidential consultations to business owners on business management issues ranging from inventory control practices to improving customer service
- State conference (the Arkansas Preservation Conference conducted with other statewide partners)
- Tri-state Main Street conference ("Destination Downtown" co-hosted with Mississippi and Louisiana)
- Other onsite assistance as requested
- Grants to local programs
 - Downtown Revitalization Grants – Every designated Main Street program receives a \$5,000 grant; remaining funds are made available to selected programs. Funds can be used for anything except operations.
 - Model Business Grants – A competitive grant that is coupled with extensive business consultation on design and management. The grants are awarded to businesses located within Main Street districts and are used to implement the recommendations from the consultants.
 - Slipcover Grants – These funds are awarded to business or building owners to remove vinyl or metal "slipcovers" from downtown buildings. Grants require a match from the recipient.

REINVESTMENT IN LOCAL COMMUNITIES

Since its inception, Main Street Arkansas has seen the following amounts of reinvestment. The statistics shown are the minimum that each Main Street Coordinating Program Partner is asked to submit annually to the National Trust Main Street Center. Individual coordinating programs may collect much more information. Local programs collect the data through their monthly reports. Main Street Arkansas has a very strict policy for submitting this data which is due on the 15th of every month. If a local program is late, all services to that program are immediately suspended until the report arrives.

Dollars Reinvested: Total amount of reinvestment in physical improvements from public and private sources.	\$83,050,635
Net gain in businesses:	853
Net gain in jobs:	4,398
Number of building rehabilitations:	1,264

SOURCES OF FUNDING

Until 1989, Main Street Arkansas was funded completely through departmental general funds from the agency which housed the program. In 1988, the Arkansas Natural Resource Council (composed of representatives from public and private museums, state parks, and the arts council) sought a stable source of funding for state arts and culture programs. They worked with members of the Arkansas State Legislature to increase the Real Estate Transfer Tax. The additional tax revenue provides funding to many programs, including Main Street Arkansas. This has been an extremely stable funding source until the past few months, when real estate transactions have decreased and, consequently, decreased revenue from the real estate transfer tax.

In 1997, a similar advocacy group formed and included supporters of the Arkansas Game and Fish Commission. A new one-eighth cent Conservation Sales Tax provides revenue for state programs that support hunting, fishing and the arts in Arkansas.

Source	Percentage of Budget
Real Estate Transfer Tax	85%
Conservation Sales Tax	15%

TYPICAL LOCAL PROGRAMS

Main Street Arkansas works with 17 designated Main Street local programs and has also created the Arkansas Downtown Network to include communities that don't have the resources to establish a full Main Street program. The 12 communities participating in the Arkansas Downtown Network are invited to attend all joint training sessions, receive 6 full days of interior/exterior/visual merchandising consultation and 2 full days of organization technical assistance each year. A new benefit is the "First Impressions" visit meant to help local program leaders learn how first-time visitors view their communities. Downtown Network communities typically have very small populations but one, Fort Smith, is one of the state's largest cities.

They can apply for full Main Street designation, or remain in the Downtown Network indefinitely.

Of the 17 designated Main Street programs, most serve mid-sized cities. In the early years of the programs, five communities were designated each year but this has slowed in recent years to a much more reasonable pace of one or two new programs each year. A smaller number of new programs allows for more attention from Main Street Arkansas in the crucial first years of a local program's life. Applicants for designation must have been a member of the Arkansas Downtown Network for at least one year.

As with most Main Street Coordinating Program Partners, Main Street Arkansas accredits local programs for the National Trust Main Street Center. Arkansas had 15 nationally accredited programs in 2008. Accreditation is determined throughout the year during the year end review for each local program.

Organizational Structure

Fourteen of the programs are independent nonprofits and three are housed by a municipal government.

Sample Activities

- Property acquisition and development – this is becoming a more common project
- Façade grants
- Business assistance (through Main Street Arkansas services)
- Special events
- Tourism development and promotion

Typical sources of funding

The programs are heavily reliant on public funding and need to diversify their budgets with more private funds. Typical sources for funds are:

- City funding (All of the local programs receive some funding from their city government, including advertising commission funds, hotel/motel tax revenues. A few cities contract with the local program for services.)
- Membership programs (All of the local programs have some sort of membership program but they may be called investors or sponsors instead of members.)
- County funding

HISTORY OF MAIN STREET ARKANSAS

Then-Governor Bill Clinton created Main Street Arkansas in 1984. The program was funded by the state, the Arkansas Municipal League, and the Winthrop Rockefeller Foundation. Originally, the program was managed by two state agencies: the Arkansas Industrial Development Commission and the Arkansas Historic Preservation Program (the SHPO). The Arkansas Industrial Development Commission housed one staff member (the program's coordinator) and the Arkansas Historic Preservation Program provided one staff member to serve as the program's design consultant. In 1989, the program was consolidated into the Arkansas Historic Preservation Program and has thrived there ever since.

A recent and highly innovative project has been the Rural Heritage Delta Initiative, a joint project with the National Trust for Historic Preservation. The three-year demonstration ends in February 2009. This effort was designed to help Main Street communities and other small towns in the state's most economically-challenged area – the Mississippi River Delta region. Covering a 15-county area of the Arkansas Delta, the program has focused its efforts on creating a heritage trails system that interprets the music, African-American, and agricultural heritage of Eastern Arkansas. A music compilation will be released in 2009. A branding campaign for locally-made products, DeltaMade, promotes more than 40 food, art and craft products made by residents of the Arkansas Delta. The program is administered by a staff member of the National Trust for Historic Preservation and has leveraged \$1.4 million in reinvestment. Although the program has been a success, program leaders from Main Street Arkansas wish that they had not “outsourced” so much of the program’s design to the National Trust for Historic Preservation and that a plan for continuing the work after the demonstration project ended had been put in place earlier.

Some recent trends observed in Arkansas include the economic crisis which has decreased tax revenues for the state program and is creating a difficult fundraising environment for local programs. Looking further ahead, Main Street Arkansas plans a stronger emphasis on economic restructuring, which is the one point of the Main Street Four Point Approach that is most difficult for local program leaders to implement. Many Main Street Coordinating Program Partners are putting a similar emphasis on economic restructuring. There is also an emerging strong connection between Main Street programs and the “green” movement. Smart Growth and sustainability are inherent in downtown revitalization, which more people are recognizing.

FLORIDA

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Program At a Glance	
Number of staff members	2 full-time
Year that Program began (age of program)	1985 (24 years)
Type of Program	Agency of State Government
Total Budget for 2009	\$186,580 (down \$31,420 from last year)
Local Programs Designated	50 (under 5,000: 6; up to 50,000: 33; over 50,000: 4 urban neighborhoods: 5; countywide: 1
Charge for Services	No
Advisory Board/Board of Directors	No
Tier Program	No

STRUCTURE OF STATE COORDINATING PROGRAM

Florida Main Street is a technical assistance program administered by the Bureau of Historic Preservation, Division of Historical Resources, Florida Department of State, which acts as the statewide Main Street Coordinating Program Partner for the National Trust Main Street Center in Florida. Since 1985, the Bureau has offered their local programs manager training, consultant team visits, design and technical assistance, and networking opportunities.

The Florida Main Street program empahses the fact that it is a self-help program which offers technical assistance, but the credit and responsibility for success rests with the many community leaders who offer their time, expertise, and enthusiasm to revitalizing downtown. For 24 years local community leaders in Florida have used the Main Street approach and resources from the statewide programs to bring about many positive improvements to their downtowns. Together, these improvements have revitalized many of Florida's downtowns and prove that Florida Main Street works. Florida's Main Street communities are bringing people and commerce back downtown.

Types of Staff Members

- Program Coordinator, coordinates statewide efforts and spends approximately 25-30% of her time on the road delivering services to local programs
- Administrative Assistant, provides administrative support to the coordinator and local programs

Advisory Board

Friends of Florida Main Street is a new initiative of the Florida Main Street program. It is a newly founded advisory board that took nearly two years to assemble. Members are appointed by the Department of the State, based on the recommendation of the Florida Main Street Program Coordinator. Current members have displayed a strong interest in the Main Street Four Point Approach and have a history of supporting the program.

The mission of Friends of Florida Main Street is to enhance and perpetuate the program offered by Florida Main Street, Division of Historical Resources. To fulfill this mission, Friends of Florida Main Street, shall, on a statewide basis, assist and advise the program with the following projects:

- Florida Main Street Conference Sponsorship
- Annual Florida Main Street Day Sponsorship
- 25th Anniversary Celebration Sponsorship
- Scholarships - registration and travel
 - National Main Street Manager Training
 - National Main Street Conference
 - Florida Main Street Conference
- Grants
 - 2008 Florida Main Street Publication featuring all active Florida
 - Main Street Communities
 - Creation and production of educational books, CD's, and video presentations
 - Creation, production and distribution of promotional materials
- Historic Preservation
 - Fund training to educate FLORIDA MAIN STREET programs about Certified Local Governments, Community Land Trust, Historic Preservation Grants, and financial incentives available for historic preservation projects
- Promotion
 - Fund promotional programs

Services to Local Programs (and fees for them if applicable)

The Florida Main Street program designates up to three new programs per year. Upon designation, these programs are set up with a series of rigorous trainings and assessments to prepare the staff, board, community, and volunteers for the work of Main Street. These services are spread out over the first three years and include:

- Reconnaissance Visit
- 101 Basic Training
- Resource Team Visit
- Annual Assessments

Programs are also offered a menu of 17 different services to support their local program. These services are delivered by a team of qualified consultants certified by the National Trust Main Street Center. These consultants have experience working with the Main Street Four-Point

Approach and within the State of Florida. New programs are offered one consultant service in year one, two services in year two and one service in year three. Topics can include the following:

- Organizational development;
- Legal issues of initiating, managing a not-for-profit organization;
- Fund raising;
- Market analysis;
- Visual merchandising/store design;
- Small business operations;
- Business recruitment;
- Property development;
- Writing/re-writing comprehensive plans, zoning codes, other redevelopment-supportive ordinances;
- Entrepreneurial and business development;
- Promotion, public relations, and advertising;
- Downtown/local Main Street program website development;
- Signage system design;
- Transportation planning;
- Special event management;
- Urban design; and
- Technical assistance in support of historic preservation.

All communities in the state have access to:

- State Coordinator: Who is responsible for conducting the statewide Florida Main Street Program and delivery of related training and technical assistance services.
- Annual Florida Main Street Conference: This two-to-three-day multi-track conference focuses on current downtown revitalization and preservation issues, and includes plenary sessions, workshops and networking opportunities. Presenters include practicing professionals of regional and national repute.
- Quarterly Florida Main Street Meetings: rotate among regions of the state. Each quarter, program managers, board members and others gather for a two-day meeting that may include single or multiple topic workshops, presentations from local programs, and tours or demonstrations by the host program, and may include specialized presentations or training by a consultant in one of the areas of specialization listed herein. These meetings are designed to be helpful to the host program as well as attendees from other communities.
- Advanced Training Program (annual session): Conducted as one of the above Quarterly Meetings, this annual session will address issues of special interest to Graduate Programs who have already benefited from many of the basic services provided by the Florida Main Street Program.
- Information: Related to Florida Main Street issues provided by telephone, fax, or the Internet, and through special publications and other training materials.

- Technical Assistance: on a fee-for-service or a peer-to-peer basis.
- Regional Pre-Application Workshops: Assistance to communities planning to complete the annual application for Main Street designation.

REINVESTMENT IN LOCAL COMMUNITIES

Since its inception, the Florida Main Street program has collected the following reinvestment statistics. The Florida Main Street program collects additional information from their local programs through quarterly reports which are submitted on-line. The Florida program utilizes the information submitted through these reports to determine National Accreditation of the local programs.

Dollars Reinvested: Total amount of reinvestment in physical improvements from public and private sources.	\$1.9 billion
Net gain in businesses:	9,644
Net gain in jobs:	15,118
Number of building rehabilitations:	9,815

SOURCES OF FUNDING

Source	Amount Median of past two years	Percentage of Budget May Exceed 100% due to rounding
General Revenue	\$98,000	48%
Historic Preservation Grants	\$104,290	52%
Total	\$202,290	100%

The state has seen a historic revenue shortfall for the last three years. Historic Preservation Grants are approved by the State Legislature. The Special Category grants were cut to zero in 2008. The Grants-In-Aid were also substantially cut (Main Street grants were cut on a pro-rata basis 26% from \$120,000 to \$88,500.00). A minimum 30% cut is anticipated this year.

TYPICAL LOCAL PROGRAMS

Organizational Structure

Most of the local Florida Main Street programs operate as independent non-profit organizations, with a small percentage housed within local government agencies or the chamber of commerce. Of the 51 existing local programs, most are mid-size communities with anywhere from 5,000-50,000 residents. The Florida Main Street program works with five urban neighborhood business districts and one countywide program.

Programs with a local population greater than 5,000 are required to have at least one full-time program manager. Programs with a local population less than 5,000 are able to hire a part-time manager that works less than 40 hours per week. The typical size of the board of directors is 9-15 people for each local program.

Sample Activities

- Signature festivals
- Farmers' markets
- Business owner workshops
- Membership program (90% have one)

Typical sources of funding

- Community Redevelopment Agency funding
- Municipal and county funding
- Revenues from special events
- Membership
- Donations

HISTORY OF FLORIDA MAIN STREET

The Florida Main Street program was started in 1985, by the Florida Department of State, Bureau of Historic Preservation, and The National Trust Main Street Center. The program consisted of three staff members, Vivian Young, the program coordinator, and state preservation architects Walter Marder and David Ferro. In the first year, the Florida Main Street designated five communities that set the standard for public and private partnership. The state led the way in making sure that the local programs actively sought out funding and partnership from local sources. Right from the beginning Florida Main Street developed close ties to the Florida Trust and the Florida Downtown Development Association and worked with local leaders to promote the message of Main Street.

Today, Joan Jefferson is the Florida Main Street Coordinator working with 50 active Main Street communities. Prior to becoming the Coordinator, she worked as a Main Street consultant to the Florida Department of Historic Preservation. She is also former mayor of Stuart, Florida, and served on the Stuart City Commission for nine years. Her background and expertise gives her unique advantage to working with her communities and it has helped her to lead the Florida program to great success.

GEORGIA

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Program At a Glance	
Number of staff members	12 full-time
Year that Program began (age of program)	1980 (29 years)
Type of Program	Agency of State Government
Total Budget for 2009	\$1,174,871
Local Programs Designated	102 (under 5,000: 54; up to 50,000: 46; over 50,000: 1; urban neighborhood: 1
Charge for Services	No but do charge low cost sliding scale for design services and workshops
Advisory Board/Board of Directors	No
Tier Program	Yes

STRUCTURE OF STATE COORDINATING PROGRAM

In 1980, Georgia was one of six pilot states to begin a new statewide coordinating program to revitalize downtown communities using the Main Street Four Point Approach created by the National Trust for Historic Preservation. Georgia's Main Street Program and the Better Hometown Program (Georgia's small-town Main Street Program) were structured to be self-help community development programs designed to improve a downtown's quality of life. Today, there are 102 Better Hometown and Main Street cities that operate under the Georgia Main Street Program umbrella. Georgia's Main Street programs are housed within The Georgia Department of Community Affairs, Office of Downtown Development (DCA/ODD) and focus on economic development through downtown revitalization, heritage preservation and restoring a sense of place.

Technical assistance and advice designed to stimulate downtown revitalization are provided to designated cities through a public/private partnership between the Georgia Main Street Program and the following partners:

- Georgia Department of Community Affairs
- Georgia Municipal Association & Georgia Cities Foundation
- Georgia Power Company
- MEAG Power
- Georgia Electric Membership Cooperation
- Georgia Trust for Historic Preservation
- Community Developer's Forum
- Georgia Downtown Association

- University of Georgia's Business Outreach Services
- University of Georgia's School of Environmental Design
- Georgia Department of Natural Resources - Historic Preservation Division
- Georgia Department of Transportation
- Georgia Department of Economic Development (and Tourism Office)
- United States Department of Agriculture & Rural Development (USDA)

Types of Staff Members

- Office Director
- Program Coordinator and National Trust Main Street Center Liaison
- Five Regional Downtown Representatives, work from home offices in their region
- Training, Communications & Production Specialist
- Information & Training Specialist
- Program Manager, Training, & Special Project Coordinator
- Program Manager, Design Services
- Community Design Specialist
- Contract Designer, with Georgia Trust for Historic Preservation

Advisory Board

The program does not have an advisory board but the Department of Community Affairs does collaborate with the Georgia Downtown Association. The Department of Community Affairs is looking to revive an advisory board by 2010.

Services to Local Programs (and fees for them if applicable)

Each designated city receives the following technical assistance and resources, which assist the local community in their efforts to build a stronger local economy through revitalization of the downtown area.

- Start up Services – Initial visioning session and a 24-month intensive readiness process based on the 10 performance standards for National Main Street Program Accreditation and is overseen by regional Office of Downtown Development staff leading to successful designation.
- Onsite Visits – Periodic visits to provide assistance on specific identified needs and monitor the progress of the community's program of work. Annual onsite assessments for National Main Street Program Accreditation
- Technical Assistance – A variety of resources is available to Main Street/Better Hometown designated communities at no cost. Resources available from Department of Community Affairs include training for program manager, board development, assistance with Department of Community Affairs programs (loans and grants), and assistance with community planning, quality growth, economic restructuring, marketing and promotion, downtown design, leadership development, committee development, and overall organization of the Main Street/Better Hometown Program.

- Other resources that are available from our public/private partners either free of charge or for a nominal fee include:
 - Planning and strategy meetings
 - Demographic and market analysis
 - Community survey instruments
 - Business retention and expansion surveys
 - Assistance in historic building rehabilitation and tax credits (Historic Preservation Division and Georgia Trust)
 - Recruitment of retail and commercial business (University of Georgia's Business Outreach Services)

- Design Assistance – A wide-range of design assistance is available to designated Main Street/Better Hometown communities. Basic services are free or low cost depending on the scope of the services needed. Some design services include: façade rehabilitation drawings, historic building materials recommendations, design alternatives to modern structures, paint color recommendations, streetscapes, landscape plans, planting plans, park designs, signage, highway corridor planning, greenways, community gateways, review of development ordinances, and assistance with acquiring Request for Qualifications for use in hiring of professional architects, engineers, and planners.

- Manager Training – The Office of Downtown Development offers a 2.5-day Main Street Institute each year and a short basic training in conjunction with the Annual Georgia Downtown Conference. New managers are required to attend Main Street Institute. Other topic specific workshops, seminars and training programs are offered on an annual basis. Training sessions are presented by staff, the National Trust Main Street Center staff, and other leaders in the field of downtown development. Registration fees for training offered by the Office of Downtown Development are kept very low. Travel expenses, lodging and meals are the responsibility of the local program.

- Regional Networking Sessions – The Department of Community Affairs, with the assistance of a rotating host community, organizes networking sessions held regionally throughout the state. The sessions are typically held quarterly and are designed to give program managers the opportunity to share ideas and discuss issues.

- Website – The Office of Downtown Development's website provides general information also provides a means for networking. Main Street/Better Hometown Communities are encouraged to submit their success stories for posting on the website. These success stories provide others with "tried and true" results.

REINVESTMENT IN LOCAL COMMUNITIES

As one of the longest running Main Street programs, Georgia Main Street has a long track record of success that clearly documented through their reinvestment statistics. The following statistics represent the reinvestment spurred by the Georgia Main Street program since 1980. The Georgia Main Street program collects additional information from their local programs through monthly reports which are submitted on-line. Georgia Main Streets requires the information be submitted as part of the National Accreditation of the local programs.

Dollars Reinvested: Total amount of reinvestment in physical improvements from public and private sources.	\$1.95 billion
Net gain in businesses:	5,535
Net gain in jobs:	20,296
Number of building rehabilitations:	3,948

SOURCES OF FUNDING

Source	Amount Median of past two years	Percentage of Budget May Exceed 100% due to rounding
Agency Funds	\$1,137,545	100%
Total	\$1,137,545	100%

Fees for service/workshop registration generally pay for meeting expenses and design supplies.

TYPICAL LOCAL PROGRAMS

Programs with a population less than 5,000 are designated as Better Hometown Communities (BHTs) and are able to hire a part-time manager that works less than 40 hours per week. Many BHTs have moved to hire full time managers as programs grew and as budgets allow. Of the 105 existing local programs, 56 are Better Hometown Communities. These represent the two tiers for Georgia Main Street and the program plans to phase out the Better Hometown Communities. All programs will be known as Main Street programs in the future.

Organizational Structure

Nearly 95% of the local Georgia Main Street programs are housed within city government as a part of a Downtown Development Authority (DDA). Georgia is one of 6 states that has DDA enabling legislation. However, roughly half of these DDA programs have created a non-profit organization as a supplement to fundraising efforts and to act as a separate board for the Main Street program outside of the DDA. The other 5% of programs are independent non-profit organizations. Programs with a local population greater than 5,000 are required to have at least one full-time program manager. The more successful programs have administrative staff and/or promotions directors.

The typical size of the board of directors is 7-9 people for each local program.

Sample Activities

- Signature festivals
- Farmers' Markets
- Business Assistance Workshops

- Design Assistance
- Façade Improvement Loans & Grants
- Heritage Tourism Collaboration
- Co-operative advertising and branding

Typical sources of funding

- City (and sometimes County) General Funds
- City Hotel-Motel Tax
- Business Improvement Districts (BIDs)
- Downtown Development Authorities
- Building sales
- Fundraising & revenues from special events
- Membership campaigns
- Local foundations
- Donations as “investments”

HISTORY OF GEORGIA MAIN STREET PROGRAM

Georgia was one of six pilot states to begin a statewide program of downtown economic development. The Georgia Department of Community Affairs, the host agency, wasted no time in getting the new program underway with the designation of five original Georgia Main Street Cities in 1980. Each year, cities between 5,000 and 50,000 were added to the growing Main Street roster. However, in 1991, with budget cuts in departments of state government, the Department of Community Affairs dropped coordination of the Main Street Program on a state level. Local programs continued to grow with guidance from the Georgia Main Street Association (GMSA) formed in 1988 by local program leaders. In 1993, leadership from GMSA requested the Georgia Department of Industry, Trade & Tourism (DITT) take the coordination of the Main Street Program. There were 32 cities in the Georgia Main Street Program when DITT began full time coordination of the program on July 1, 1994.

Under the coordination of GDITT, the Georgia Main Street Program continued to successfully implement the four-point approach in Georgia cities between 5,000 and 50,000 in population. However, little was being done to address downtown revitalization in Georgia's smallest communities (those under 5,000 in population). Recognizing a need for a statewide, small-town, downtown revitalization program, the Department of Community Affairs, along with the Georgia Power Company, launched the Georgia Better Hometown Program in January 1997. Based on the success of the Georgia Main Street Program, the Better Hometown Program was also modeled on the Main Street Four-Point Approach® to downtown revitalization.

The Georgia Main Street and Better Hometown Programs had a common mission: to revitalize Georgia's downtowns based on a tried and true approach to downtown revitalization. However, the two programs were coordinated by two different state agencies and operated independently of one another.

That changed on July 1, 2001, when the Georgia Main Street Program returned to the Department of Community Affairs. Today, both the Georgia Main Street and Better Hometown Programs are housed and staffed in the Department of community Affairs' Office of Downtown Development under the management umbrella of the Georgia Main Street Program.

LOUISIANA

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Program At a Glance	
Number of staff members	5 full-time
Year that Program began (age of program)	1984 (25 years)
Type of Program	Agency of State Government
Total Budget for 2009	\$1,016,575
Local Programs Designated	35 (under 5,000: 5; up to 50,000: 24; urban neighborhoods: 6)
Charge for Services	No
Advisory Board/Board of Directors	No
Tier Program	No

STRUCTURE OF STATE COORDINATING PROGRAM

Since its inception, Louisiana Main Street has been a program of the Louisiana Office of Cultural Development which also includes the Division of Historic Preservation – the SHPO. Following Hurricane Katrina, the program expanded to provide more services in New Orleans and that has translated into a larger set of services for all communities. Current director, Ray Scriber, was promoted from within the program; he served as the design consultant for a few years. The previous director, Phil Boggan, was promoted to Deputy Assistant Secretary of the Office of Cultural Development. Strong leadership from Phil and Ray has led to a renaissance of Louisiana Main Street in recent years.

Types of Staff Members

- State Coordinator, who spends 20% of his time delivering onsite assistance.
- Two Design Consultants, who provide exterior and interior design assistance to local business and property owners. The interior specialist also provides visual merchandising advice. They spend 16% of their time delivering onsite assistance.
- Organization Specialist who spends 16% of her time delivering onsite assistance.
- Economic Restructuring/Marketing Specialist, who also coordinates the highly successful “Main to Main” statewide promotion and spends 16% of her time delivering onsite assistance.

Advisory Board

Louisiana Main Street does not have an advisory board but does have an association of local Main Street executive directors which is fairly active.

Services to Local Programs (all provided at no cost)

- Main Street Basic Training (open to all programs, offered whenever new programs are designated)
- Executive Director Orientation (open to all programs, offered whenever new programs are designated)
- Start-up Consultations (to new programs during their first year)
- Resource Teams (to new programs during their first year)
- Work Plan Workshops (as requested by any designated program)
- Program Evaluations (annually to all programs)
- Four joint training meetings per year
- Individual design consultation for business and property owners (interior and exterior)
- Louisiana Preservation Conference (Louisiana Main Street provides scholarships to local programs)
- Tri-state Main Street conference (“Destination Downtown” co-hosted with Mississippi and Arkansas; Louisiana Main Street provides scholarships to local programs)
- Other onsite assistance as requested
- Grants to local programs – Louisiana Main Street has always provided façade grants to all designated Main Street programs.
 - Programs designated in 2006 received \$8,000 in façade grants and \$32,000 in operational funds for a total grant of \$40,000. That amount declines to a total grant of \$20,000 by 2011.
 - For programs designated in 2008, nonprofit programs received a total grant of \$40,000 (with \$8,000 restricted for façade grants) while programs housed by city governments received a grant of only \$18,000 (with the same restriction for façade grants). Both types of program will see a decline in the state grants over the next five years.
 - All programs older than five years are eligible for a competitive façade grant fund.
 - All programs eligible for \$5,000 Main to Main grants to develop and promote local events.

REINVESTMENT IN LOCAL COMMUNITIES

Since its inception, Louisiana Main Street has seen the following amounts of reinvestment. Individual coordinating programs may collect much more information. Local programs collect the data through their quarterly reports submitted to Louisiana Main Street.

Dollars Reinvested: Total amount of reinvestment in physical improvements from public and private sources.	\$410,987,896
Net gain in businesses:	1,840
Net gain in jobs:	6,733
Number of building rehabilitations:	1,707

SOURCES OF FUNDING

Source	Amount Median of past 2 years	Percentage of Budget
State General Fund (general)	\$730,437	92%
Federal Funding (Historic preservation allocation to SHPO)	\$61,932	8%
Total	\$792,368	

TYPICAL LOCAL PROGRAMS

Louisiana Main Street works with 35 programs. Until 2006, none of them were in communities larger than 50,000 but after 2006, six programs serving urban neighborhood business districts in New Orleans have been designated. Five of the local programs serve very small communities, with populations of less than 5,000.

Organizational Structure

Most of the 35 local programs were designated in the early years of the program. Nine have been designated since 2006. When Louisiana Main Street was established, it was linked to the Louisiana's Certified Local Government program as a way to provide façade grants to local program. Those early local programs combined the functions of a historic district commission with a Main Street program. As a result, most of them are based within city governments and the Main Street executive director doubles as the historic preservation commission staff. Consequently, of the 35 local programs, only ten are independent nonprofit organizations.

Although most of the local programs are based within "city hall," every local program has a board of directors. In some cases, the board may be the local historic district commission. Also because of the early link to the Certified Local Government (CLG) program, most Louisiana Main Street local programs have a very strong emphasis on historic preservation and design. Programs designated since 2003 have not been tied to CLG. This is a healthy move since it takes the Main Street program out of a regulatory role and leaves more room to help local business and property owners.

Sample Activities

- Façade grants (all programs provide façade grants with help from Louisiana Main Street)
- Design services (again, through Louisiana Main Street)
- Special events, which tend to attract large numbers of people but don't often result in sales for downtown businesses
- Heritage tourism development

Typical sources of funding

- Earned income from special events – 50% make substantial money from their events
- Donations – few programs have membership but most accept general donations
- City government – except for the programs in New Orleans, all local programs receive funding from their city government

- Assessment districts – Downtown Development Districts generate revenues for some programs

HISTORY OF LOUISIANA MAIN STREET

From 1984 to 1993, Louisiana Main Street was primarily a grants program that partnered with Louisiana's CLG program. Louisiana Main Street distributed façade grants to local programs which then re-granted the funds to local business and building owners. In 1993, Louisiana Main Street began offering more onsite technical assistance with a series of program assessments conducted for every local program and a strong calendar of quarterly training sessions. However, budget cuts in 1995 eliminated the onsite services and eventually reduced the quarterly training sessions to networking opportunities rather than training sessions. The state was still able to provide façade grants to local programs.

Between 1995 and 2003, the association of local executive directors provided much of the peer-to-peer learning at the quarterly meetings. In 2003, Louisiana Main Street hired Phil Boggan who saw the untapped potential of this program and worked hard to strengthen it. He used a 2005 state improvement effort, Budgeting for Outcomes, to garner more funding for the program by showing the strong results the program had produced. The results included the economic statistics but also the work on preserving authentic Louisiana culture. He also turned Hurricane Katrina into an opportunity to extend the program into urban areas. Since 1996, neighborhoods in New Orleans had been seeking ways to connect with Louisiana Main Street and the dire need after Katrina allowed Louisiana Main Street to lift the ban on working with urban communities. The program has continued to grow under Ray Scriber's leadership, with the first new small town programs designated last year after many years with new additional small towns.

For the past three years, Louisiana Main Street has organized "Main to Main: A Cultural Road Show" for the month of November. It is a series of special events celebrating the culture of each Main Street community. By clustering them in one month and conducting extensive advertising, in and out of the state, Louisiana Main Street has encouraged visitors to attend events in more than one community. Main to Main began when two communities (Springhill and Minden) created an event that linked the downtowns of each community, which were only a few miles apart, with a garage sale along the highway and special activities in the Main Street districts. Realizing the potential of this idea, Louisiana Main Street created a statewide event that has been so successful other states are trying to copy it.

Also in the past five years, Louisiana Main Street has looked for ways to connect more with the Louisiana Economic Development Department, another state agency with comparable goals.

Another development is the new Magnolia Street program, which was authorized by the State Legislature last year but hasn't yet received funding. It is modeled upon Pennsylvania's Elm Street program, which translates the Main Street Four Point Approach to a residential revitalization program intended to help the neighborhoods surrounding a Main Street district.

MISSISSIPPI

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Program At a Glance	
Number of staff members	6 full-time
Year that Program began (age of program)	1989 (19 years)
Type of Program	Private, nonprofit
Total Budget for 2009	\$1,188,437
Local Programs Designated	57 (under 5,000: 15; up to 50,000: 38; urban neighborhoods: 2; countywide: 2
Charge for Services	Yes
Advisory Board/Board of Directors	Yes
Tier Program	Yes

STRUCTURE OF STATE COORDINATING PROGRAM

The Mississippi Main Street Association is an independent nonprofit organization which acts as the statewide Main Street Coordinating Program Partner for Mississippi. It was one of the first coordinating program partners to be organized as a nonprofit organization. The program has had three executive directors since its inception, including the legendary Beverly Meng. The current executive director, Bob Wilson, has helped the program take major new funding steps and has created some innovative new projects. Benefitting from strong leadership in the past 19 years, the program has been and continues to be one of the most innovative coordinating programs in the country.

Types of Staff Members

- Executive Director, who spends approximately 20% of his time working directly with local programs
- District Directors (3) located in regional office around the state
 - They provide the onsite services to communities and spend 100% of their time “on the road”
- Program Associate who provides administrative support
- Director of Communications who prepares all program outreach, including a monthly electronic newsletter, maintains the website, and organizes conferences
- Contractors: contracts for design services and bookkeeping services

Advisory Board

Mississippi Main Street Association is governed by a 23- member board of directors composed of statewide leaders. Two *ex officio* seats are reserved for a representative from the Mississippi Development Authority and a National Trust for Historic Preservation Advisor. Three seats are

reserved for “designated representatives” from the Mississippi Development Authority, the Carl Small Town Center of Mississippi State University, and the Mississippi Department of Archives & History. Lastly, there are three permanent seats for the Mississippi Development Authority, the Mississippi Department of Archives & History, and Mississippi State University’s College of Architecture, Art, and Design. The board is led by four officers: President, Immediate Past President, President-Elect and Treasurer.

The primary roles of the board include reviewing applications for local program designations, fundraising (primarily providing access to decision-makers for prospective funders), and making personal donations (the minimum is \$100 per person/organization). One important role of board members is to provide entry into partner organizations and help Mississippi Main Street Association establish links to key statewide partners.

Services to Local Programs (and fees for them)

- Friends of Main Street (\$100 annually)
 - Benefits
 - Newsletter
 - Access to resource library
 - Telephone consultation
 - Discounted fee for all regular manager training, workshop, and seminars
- Association Membership (\$250 annually)
 - Benefits
 - Technical Assistance
 - Five (5) hours Telephone Consultation
 - Onsite Initial Presentation (Intro to Main Street) to Core Stakeholders
 - Eligible for Association Member Rates on a la carte menu of services
 - Training
 - Four (4) Main Street Institutes – Association Member Rates
 - Annual 4 Point Leadership Summit – Association Member Rates
 - Educational Resources
 - Lending Library
 - Monthly Enews
 - Special Events and Networking
 - Eligible for MMSA Annual Awards of Excellence
- Mississippi Downtown Network Member (\$1,000 annually)
 - Benefits
 - Technical Assistance
 - 10 hours Telephone Consultation
 - 1 to 4-hour on-site staff visit in the topic area of your choice
 - Eligible for Downtown Network Member Rates on a la carte menu of services

- Training
 - Four (4) Main Street Institutes – Association Member Rates
 - Annual 4 Point Leadership Summit – Association Member Rates
- Educational Resources
 - Lending Library
 - Monthly Enews
- Special Events and Networking
 - Eligible for Annual Awards of Excellence
- The Main Street Membership (\$10,000 first year, \$6,000 second year, \$2,000 annually thereafter)
 - Benefits
 - Sustainability Services
 - Annual Assessment to determine National Accreditation
 - Twenty (20) hours of telephone consultation
 - One (1) 4-hour onsite staff visit covering the topic area of your choice
 - One Day Assessment conducted by MMSA Staff and selected professional consultants
 - Constant Contact with the District Director
 - See New Town Procedure for suggested services for first three years.
 - Resource Team or Multi Day Charette in the First or Second year of Membership.
 - Technical Assistance
 - Eligible to apply for Technical Assistance Grant (\$1,000-\$3,000 First 3 years only. This could be used for Design or Other Consulting Services)
 - Eligible for Main Street Member Rates on a la carte menu of services
 - Training
 - Four (4) Main Street Institutes at Main Street Member Rates
 - New Manager Orientation
 - Educational Resources
 - Lending Library
 - Monthly Enews
 - Special Events and Networking
 - Eligible for MMSA Annual Awards of Excellence
 - Exclusive eligibility for Manager of the Year and the Charles O. Beasley Scholarship Award ([Link Here](#))
 - District/Area Manager Meetings
 - Annual 4 Point Leadership Summit
 - Branding and National Affiliation
 - Membership to National Trust Main Street Center (1st Year)
 - Exclusive rights to Mississippi Main Street Logo/Road Sign Usage
 - Joint Marketing
 - Eligible to participate in joint Main Street marketing promotions

REINVESTMENT IN LOCAL COMMUNITIES

Since its inception, the Mississippi Main Street Association has seen the following amounts of reinvestment. Local programs collect the data, typically through their monthly or quarterly reports.

Dollars Reinvested: Total amount of reinvestment in physical improvements from public and private sources.	\$2.5 billion
Net gain in businesses:	3,723
Net gain in jobs:	21,259
Number of building rehabilitations:	1,995

SOURCES OF FUNDING

Source	Amount Median of past two years	Percentage of Budget Exceeds 100% due to rounding
Main Street Dues	\$135,100	13%
MMSA Dues and contributions	\$10,250	1%
Miss. Development Authority	\$375,000	37%
Grants (CDBG)	\$222,531	22%
Foundation Grants (Hurricane)	\$32,500	3%
Grants (ARC)	\$204,000	20%
Fees and Sponsorships for meetings	\$9,300	1%
Earned Income (services)	\$10,625	1%
Interest Income	\$12,000	1%
Main Street NOW Fund Raising	\$110,918	11%
Total	\$1,020,224	110%

Mississippi Main Street Association's budget has doubled in the past five years, due in most part to staff efforts and the first successful capital campaign conducted in 2004 which resulted in \$1,000,000 in five-year pledges. An analysis of this programs shows that less than 16% comes from providing services to communities (from the dues and fees for workshops). The largest segment of the funding comes from state funds – almost 60% through Community Development Block Grants (CDBG) and the Mississippi Development Authority. Building a strong relationship with Mississippi state government has been a focus of the program's funding plan in recent years. Grants from private sources, such as foundations, compose only 3% of the budget. Mississippi benefits from federal funds received through the Appalachian Regional Commission (ARC) which provide 20% of the budget. Together, federal and state public funding composes 80% of the program's budget.

Funders are attracted to the economic development aspect of Mississippi Main Street Association's program, which is demonstrated by the annual reinvestment statistics collected by the program.

TYPICAL LOCAL PROGRAMS

Most of the 57 designated programs serve small towns. However, Mississippi Main Street Association also works with two urban neighborhood business districts in Jackson, Mississippi. The program has also recently designated two county-wide programs: Pontotoc and Hancock Counties. Pontotoc works with five very small towns and provides one Main Street manager through a partnership with the countywide chamber of commerce. Hancock County is located on the Gulf Coast and several of its communities were damaged by Hurricane Katrina. Before the storm, two of those communities had stand-alone programs. Since 2006, the county government has provided staffing to four communities. Some of these towns may reinstate their own local programs in the future.

Mississippi Main Street Association has a tiered structure based upon its membership dues. However, once programs achieve Main Street Membership, there is no differentiation between designated programs.

Organizational Structure

Before Hurricane Katrina, most of the local programs were housed by independent nonprofit organizations and this is the model advocated by Mississippi Main Street Association. Since 2006, most of the programs located on the Gulf Coast have become city or county agencies. The typical size of the board of directors is 9-15 people for each local program.

Sample Activities

- Festivals
- Farmers' markets
- Branding campaigns (supported by technical assistance from Mississippi Main Street Association)
- Façade grants

Typical sources of funding

- Municipal funding
- Revenues from special events
- Membership
- Donations
- County funding (40% receive funds from their county government and Mississippi Main Street Association is working to raise that number)

HISTORY OF MISSISSIPPI MAIN STREET ASSOCIATION

Mississippi Main Street Association has evolved much. In 1986, the state had several self-initiated local programs. The state established a program in 1989 primarily because Jay MacHolliday moved to Mississippi from South Carolina, where he seen firsthand the positive impact of South Carolina Main Street. The program was funded with a combination of public and private dollars and bounced around several state agencies before becoming a private nonprofit organization.

The program initially gave grants to local programs and provided no technical assistance. These grants were supposed to be used to hire consultants who could provide private technical

assistance. This model was not seen as very effective and the program evolved into providing more technical assistance to local programs through state staff.

Future projects for the organization include finding a way to provide cooperative health insurance for local program staff and creating more joint advertising opportunities for the 57 designated programs.

NORTH CAROLINA

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Program At a Glance	
Number of staff members	8 full-time
Year that Program began (age of program)	1985 (29 years)
Type of Program	Agency of State Government
Total Budget for 2009	\$420,000
Local Programs Designated	79 (under 7,500; 22: up to 50,000; 57
Charge for Services	No
Advisory Board/Board of Directors	No
Tier Program	Yes

STRUCTURE OF STATE COORDINATING PROGRAM

The North Carolina Main Street Center (NCMSC) is a program of the North Carolina Department of Commerce's Division of Community Planning Assistance and acts as the statewide Main Street Coordinating Partner for the National Trust Main Street Center in North Carolina. NCMSC promotes downtown revitalization by providing technical assistance through two programs that work with selected towns across the state: Main Street, which focuses on communities under 50,000 that have downtown managers, and Small Town Main Street, which provides guidance to local committees in communities under 7,500 that do not have downtown managers.

The North Carolina Main Street Center helps small towns to recognize and preserve their historic fabric, by using local resources to build on unique characteristics to create vibrant central business districts that meet the needs of today's communities.

Types of Staff Members

- Director
- Assistant Director
- Administrative Program Associate
- Two Designers, who provide consultation and renderings to property owners to encourage facade renovation and reinvestment and spend roughly 40% of their time on the road delivering services
- Two Small Town Coordinators

Advisory Board

No existing advisory board

Services to Local Programs (all provided free of charge)

The North Carolina Main Street Center designates up to five new programs every two years. Upon designation, these programs receive the following trainings and assessments to prepare the staff, board, community, and volunteers for the work of Main Street. These services are spread out over the first three years and include:

- Community Vision Planning
- Basic Training
- Resource Team Visit
- Work Plan Development Workshop

Mature programs are offered a menu of different services to continue growing their local program.

Program Guidance

- Organizational development
- Board Training
- Work Plan Development assistance
- The Center provides on-going program evaluation, including manager and board guidance.

Technical Assistance

- Organizational development
- Real Estate Development
- Market Analysis
- Business Retention
- Design

Training

- Four Point Basic Training
- Real Estate and Business development
- Design
- Organizational development
- Courses are held around the state and are offered to Main Street and non-Main Street communities alike.

Networking

- North Carolina Main Street Conference
- Three North Carolina Main Street Manager Meetings

Advocacy and Leadership

- NCMSC functions as a clearinghouse for ideas and success stories from which all can benefit. Staff members participate in local, regional, and national events to promote the importance of downtown revitalization and many successes of the North Carolina participants.

The Small Town Main Street Program delivers the following services to the growing number of small, rural towns that need downtown revitalization or development assistance but are not likely, due to size or resource limitations, to pursue Main Streets in the typical sense.

- Organizational development
- Market analysis
- Business assistance
- Promotions
- Design

REINVESTMENT IN LOCAL COMMUNITIES

Since the programs beginning in 1980, The North Carolina Main Street Center has collected the following reinvestment statistics. The NCMSC collects additional information from their local programs through quarterly reports which are submitted electronically.

Dollars Reinvested: Total amount of reinvestment in physical improvements from public and private sources.	\$1.1 billion
Net gain in businesses:	3,000
Net gain in jobs:	12,400
Number of building rehabilitations:	2,900

SOURCES OF FUNDING

Source	Amount Median of past two years	Percentage of Budget May Exceed 100% due to rounding
General Revenue	\$420,000	100%
Total	\$420,000	100%

TYPICAL LOCAL PROGRAMS

Organizational Structure

Roughly two-third of North Carolina Main Street programs operate as non-profit organizations, the other third is housed within local government agencies and departments. Of the 57 officially designated programs all of them are midsize programs with local populations of 7,500-50,000 residents. The typical size of the board of directors is 9-15 people for each local program, and a small number of programs have functioning advisory boards.

Sample Activities

- Promotional Events (Festivals)
- Intense Development
- Property Stabilization

Typical sources of funding

- Assessments Districts
- Municipal and County Funding
- Earned Income (events, products, services)
- Only two programs have membership campaigns

HISTORY OF NORTH CAROLINA MAIN STREET CENTER

The North Carolina Main Street Center is one of the oldest Main Street Coordinating Program Partner in the country. It was selected to participate in the 1980 demonstration study to develop state-level support systems for local Main Street programs. Each state selected then designated five local programs. Together, those six states and 30 local programs launched the Main Street movement. Three of the selected states have operated continuously since 1989 and North Carolina is one of the three.

The first coordinator hired for the state was soon replaced by Rodney Swink, who served as the program's coordinator until 2008. He was the longest-serving Main Street coordinator in the country and Liz Parhem has bravely stepped into his shoes. In only a few months, she shows every sign of continuing Rodney's incredible work.

Since 1980, the North Carolina Main Street Center has designated five local programs every two years. It began as a program of the Division of Community Assistance within the state's Department of National Resources and Community Development. By 1983, the program had grown from one staff to three. From its inception, the North Carolina Main Street Center has benefitted from a high level of state commitment, including support from the governor and General Assembly.

During these early days, the program was very successful in gathering private support to supplement the state funding. The North Carolina Nation Bank underwrote the cost of technical assistance for designated programs and the Z. Smith Reynolds Foundation paid for the cost of the design services. Several other private entities provided funding or in-kind services. The local program leaders were instrumental in linking the North Carolina Main Street Center with the North Carolina Downtown Development Association – a strong partnership that continues to today.

Continuing its role as an early creator and innovator of the Main Street Four Point Approach, North Carolina hosted the first National Main Streets Conference in 1986. Then known as the

National Town Meeting, the conference attracted 300 people and was considered a great success. It has continued every year and now draws 1,500 people.

Having “graduated” from the demonstration program, North Carolina has continued to offer the Main Street program to cities and towns throughout the state and now provides direct assistance to 57 Main Street communities and indirect assistance to countless others.

To further expand services to North Carolina towns, a Small Town Main Street Program was initiated in 2003. This program targets towns with populations under 7,500 which are unlikely to pursue North Carolina Main Street designation.

SOUTH CAROLINA

Contact information:

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<http://www.masc.sc/Affiliates/Main%20Street/msdescription.htm>

Program At a Glance	
Number of staff members	2 full-time w/ associate consultants
Year that Program began (age of program)	1985 (24 years)
Type of Program	Private, nonprofit
Total Budget for 2009	\$140,000 (down from last year)
Local Programs Designated	12 (under 5,000: 1; up to 50,000: 11)
Charge for Services	Yes
Advisory Board/Board of Directors	No
Tier Program	No

STRUCTURE OF STATE COORDINATING PROGRAM

Main Street South Carolina (MSSC) is a program of the Municipal Association of South Carolina, and serves as the statewide Main Street Coordinating Program Partner for the National Trust Main Street Center in South Carolina. Being embedded within a larger non-profit gives the program more flexibility than most coordinating programs and the opportunity to utilize administrative resources such as information technology and human resources.

Programs of Main Street South Carolina pay dues for the services they receive. Program Manager, Beppie LeGrand notes that having always charged for services means that local program leaders have always valued the onsite technical assistance since they have to pay for it. MSSC accepts new programs on a competitive application basis. Because of this process, municipalities are well prepared and aware of the national and statewide expectations. Main Street South Carolina delivers targeted and timely training to its members.

Types of Staff Members

- Program Manager, coordinates statewide efforts and spends approximately 20% of her time on the road delivering services to local programs
- Associate Consultants, the program manager hires an associate to assist the local program with design services and program assessments

Advisory Board

No existing Advisory Board but the board of directors of the Municipal Association of South Carolina plays a governing role for Main Street South Carolina.

Services to Local Programs (and fees for them if applicable)

- Program Orientation – A day-long orientation conducted for new Main Street Staff to teach them about the Main Street South Carolina Program and the Main Street Four Point Approach. (Year One)
- Resource Team Visit – A multi-day visit by a team of professionals to evaluate current situations, assess needs and make recommendations for next steps. The Resource Team incorporates the Main Street Four Point Approach in its assessment and recommendations. (Year One)
- Work Plan Development – A facilitated session for board, staff and committee members to plan the direction of the local program and to develop a three-year program of work. (Year One and On-going)
- Main Street Institute – A two-day workshop designed for staff, volunteers, local officials, board members and committee members focusing on a thorough review and understanding of the Main Street Four Point Approach. The Institute is scheduled as soon as the new program has established its board, committees and volunteer base. Training is designed for all individuals working the local Main Street Program. (Year One and As Needed)
- Issue Specific Technical Assistance Visits – Revitalization professionals are available to focus on topic specific organizational, promotional, design and business improvement issues and provide recommendations to the local Main Street Program. (On Request)
- Quarterly Meetings – Quarterly meetings provide Main Street Managers from all local programs the opportunity to share information related to their Main Street program, common challenges faced, and success stories. Continuing education training is an important component of Quarterly Meetings and attendance is mandatory. (four meetings per year)
- Design Training – A one-day workshop for staff, board members, local officials, committees and design review board members to train in the integration of good design principles and design management in commercial districts. (Year One and As Needed)
- Design Assistance – On-site work with property owners to develop feasible maintenance and facade improvements to buildings in the Main Street project area. (On Request for two properties per member annually; additional assistance is available at a discounted rate to be determined by scope of work)
- Six Month and Annual Evaluation Visits – Six month and annual reviews of the local Main Street program to determine its progress and success in meeting the 10-point National Trust's Main Street Center's performance standards for state and national accreditation. (Every year)
- Consultations – Telephone and electronic consultations from Main Street South Carolina staff on questions and issues regarding historic preservation and downtown revitalization.

Also, information and research regarding these issues will be distributed to participating programs. (On Request)

- Training and Reference Materials – Main Street South Carolina provides core program materials to begin development of a local resource library for ongoing revitalization efforts. Additional materials are available from the National Trust Main Street Center at discounted prices for members. (Year One)
- Annual Awards Program – Annual awards are given in the areas of Organization, Promotion, Economic Restructuring, Design and Service. Each member program has an opportunity to submit nominations for these awards. (Annually)
- Competitive Scholarships – Each year, scholarships are awarded to individuals interested in attending the National Main Streets Conference. Each member program has an opportunity to apply. (Annually)
- Main Street South Carolina List Serve and National Main Street Center List Serve – Members can sign up for each of these list serves to network with counterparts in South Carolina and across the nation. (Annually)
- Main Street South Carolina Website – A Members Only Area is available to member programs. (Under Development)
- Customized Workshops – Upon request, customized workshops can be designed for member programs. (On request and priced based upon scope of work)

General Dues for annual membership based on population size

Population	0-4,999	5,000-14,999	15,000+
First Year	7,500.00	10,000.00	12,500.00
Second Year	5,000.00	7,500.00	10,000.00
Third Year or until meet Required Performance Standards	5,000.00	7,500.00	10,000.00
Meet Performance Standards*	3,000.00	5,000.00	7,500.00

REINVESTMENT IN LOCAL COMMUNITIES

Since 1985, Main Street South Carolina has collected the following reinvestment statistics. . Main Street South Carolina collects additional information from their local programs through quarterly reports which are submitted through e-mail.

Dollars Reinvested: Total amount of reinvestment in physical improvements from public and private sources.	\$229 Million
Net gain in businesses:	1,673
Net gain in jobs:	5,932
Number of building rehabilitations:	2,976

SOURCES OF FUNDING

Source	Amount Median of past two years	Percentage of Budget May Exceed 100% due to rounding
Municipal Association of SC	\$220,000	75%
Main Street Dues	\$ 56,000	25%
Total	\$220,000	100%

Funding was cut at Municipal Association of South Carolina by \$250,000.00 due to statewide cuts that affected the local municipalities.

TYPICAL LOCAL PROGRAMS

Organizational Structure

Ten of the local Main Street South Carolina programs operate as independent non-profit organizations, and two are housed within local government. Of the twelve existing local programs, eleven are mid-size communities with anywhere from 5-50,000 residents.

Prior to designation there must be a commitment by the community to hire paid staff. For communities under 5,000 in population and neighborhood commercial districts, the director must be paid for a minimum of 25 hours per week. For communities over 5,000 in population, the director must be paid for a minimum of 40 hours per week.

The typical size of the board of directors is 10-12 people for each local program.

Sample Activities

- Signature festivals, music series, seasonal events
- Assistance programs such as merchant training and façade improvement
- Coordinated Marketing

Typical sources of funding

- All have Municipal Funding and Earned Income
- Grants
- Sponsorships
- Special events

- Membership
- Donations
- BIDs

HISTORY OF MAIN STREET SOUTH CAROLINA

In the mid-1980s, leaders at the South Carolina Department of Commerce recognized that downtowns within the state were in such a blighted state that they were hurting industrial recruitment efforts – when prospects saw the downtown areas, they decided to locate their factories elsewhere. To turn the historic downtowns into an attraction, the leaders turned to Ben Boozer and he sought out the National Trust Main Street Center. By 1985, the state had launched Main Street South Carolina with Ben as the first coordinator. He ran the program until 1998 and was succeeded by Beppie LeGrand.

Main Street South Carolina was complemented by a partner program, the South Carolina Downtown Development Association, which was formed in 1982. Eventually, the state coordinating program was absorbed into the Downtown Development Association, which was part of the Municipal Association of South Carolina. In 2001, the Downtown Development Association widened its focus beyond downtown development and worked under the name Community Builders. The departure of two key employees gave the Municipal Association an opportunity to evaluate the program and led to a more defined mission that returned the program to the basics of the Main Street Four Point Approach.

TENNESSEE

Contact information:

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Tennessee Main Street Program

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Program At a Glance	
Number of staff members	1.25 full-time
Year that Program began (age of program)	1984-1995, 2004 (15 years)
Type of Program	Agency of State Government
Total Budget for 2009	\$560,000
Local Programs Designated	22 (under 5,000: 4; up to 50,000: 15; over 50,000: 3)
Charge for Services	No
Advisory Board/Board of Directors	No
Tier Program	No

STRUCTURE OF STATE COORDINATING PROGRAM

The Tennessee Main Street Program is part of the Tennessee Department of Economic and Community Development. As a Main Street Coordinating Program Partner which has a similar history to the Alabama Main Street program – it had a nine-year period when the program was unstaffed – the Tennessee Main Street is probably the most important case study for Alabama. Kimberly Franklin Nyberg has been the coordinator in 2006. She also worked for the program in the 1990's as the program's staff architect. Although the reinvestment statistics below includes all fifteen years of work, this profile is based upon the current incarnation of the program.

Types of Staff Members

- State Coordinator, who spends approximately 75% of her time working directly with local programs
- Administrative assistant who supports four programs and spend about 5 hours per week on Main Street work.
- Access to Regional Economic Development Specialists who work for the Department
 - These ten people are located in regional offices throughout the state. They have all gone through Main Street Basic Training and will occasionally sit in on the quarterly Main Street meetings. They can provide help on specific economic development projects and also provide great help with strategic planning for local programs. As “access points” to the Department, they can field questions and direct local leaders to the right staff within the Department. They are also great at gauging the interest in whether communities are really interested in the comprehensive Main Street Four Point Approach. Tennessee is the first state to make use of regional specialists to this extent, although Indiana has had some limited success with a similar

approach. Maryland, on the other hand, had a very poor experience with a similar experiment. Most state economic development offices have similar regional staff but they are rarely engaged with the Main Street Coordinating Program Partner to the extent as in Tennessee.

Advisory Board

The program has not ever had an advisory board but it is a possible project in the next few years.

Services to Local Programs (all offered at no charge)

- Designation site visit (before designation)
- Main Street Basic Training
- New Manager Training (offered quarterly)
- Quarterly Training Meetings
- Annual Governor's Conference for Economic and Community Development (registration fee applies)
- Unlimited technical assistance to certified Tennessee Main Street communities (onsite or via telephone)

REINVESTMENT IN LOCAL COMMUNITIES

Since its inception, including a few years during the time that the program was dormant, Tennessee Main Street has seen the following amounts of reinvestment.

Dollars Reinvested: Total amount of reinvestment in physical improvements from public and private sources.	\$773,028,498
Net gain in businesses:	992
Net gain in jobs:	3,850
Number of building rehabilitations:	2,669

SOURCES OF FUNDING

The Tennessee Main Street Program receives 100% of its funding from departmental general funds.

TYPICAL LOCAL PROGRAMS

The Tennessee Main Street Program works with 22 communities, primarily in small towns but three of the designated programs serve the central business districts of larger cities, with populations between 50,000 and 90,000 people. Last year, program leaders explored creating a tier system to include more communities in the "Tennessee Downtowns" program which would designate local communities but not as full Main Street programs. Instead, they would receive assistance in creating a local effort that could apply for Main Street designation. The services would have been provided primarily through the Regional Economic Development Specialists. However, this effort has been postponed due to budgetary cuts within the state government.

Organizational Structure

Most of the programs are independent nonprofits and that is preferred structure. Three of the programs quasi city-government partnership programs which are downtown development corporations that receive most of their funding from the city government, an assessment district (a business improvement district or BID), and a tax increment financing district (TIF). Two of these serve downtowns in towns larger than 50,000 people. However, Murfreesboro, the largest community served which has a population of 89,000 is housed in a nonprofit organization. Lastly, two programs are embedded within the local chambers of commerce where they operate as a project of the chamber of commerce.

Sample Activities

- Special events – one goal for Tennessee Main Street is to create a better balance between special events and the other three points
- Upper story housing development
- Redevelopment of upper floors
- Branding campaigns
- Major cultural events and workshop in the arts as well
- Business development by matching investors with potential business owners (targeting arts businesses)
- Heritage tourism (several programs are participating in the National Trust for Historic Preservation's Heritage Travel Initiative)
- Redevelopment of downtown theaters
- Historic preservation activities (land banking, saving key buildings)
- Streetscape projects
- Creating assessment districts (TIF, BID)
- Façade grants (in only two communities)
- Technology improvement (Wi-Fi zones, use of state hi-tech incentives)

Typical sources of funding

- Membership programs
- Earned income through special events (especially sponsorships)
- Assessment districts (in a small number of communities)
- Municipal funding
- County funding
- Private donations
- Grants

HISTORY OF TENNESSEE MAIN STREET PROGRAM

As a program which has been restarted within the past four years, Tennessee makes a great case study for Alabama. The first program was started in 1984 and dissolved in 1995. It was a state agency housed in the Department of Economic and Community Development, which is where the program is housed today. Between 1984 and 1991, 12 local programs were designated and they received extensive onsite technical assistance from Tennessee Main Street Program, including design services and services delivered in partnership with the National Trust Main Street Center. In addition to the 12 designated programs, the Tennessee Main Street Program allowed three or four “self-initiated” communities to attend quarterly training sessions and conferences.

In 1991, the Department began eliminating funding for the staff dedicated to the Tennessee Main Street Program. For the next four years, department leaders experimented with staffing the program with time from existing departmental staff. By 1995, the program had a full-time coordinator who was politically well connected. The Tennessee Main Street Program co-hosted the National Main Streets Conference in 1995 in Nashville, Tennessee. All staff funding for the program ended shortly after that conference.

From 1995 through 2004, the program existed only as an association that was run by the executive directors of the local programs, with a few taking a leadership role. This association received \$50,000 from the Department of Economic and Community Development and supplemented that with membership dues. The state and the independent association continued to designate local programs and designated three between 1991 and 2005. This association accredited local programs for the National Trust Main Street Center, provided occasional site visits provided by the local program staff, convened quarterly meetings, participated in the Governor's Conference for Economic and Community Development, and partnered with the Tennessee Preservation Trust to produce a joint preservation/Main Street summit beginning in 2005. While maintaining a statewide network, the local programs also continued their progress at the local level.

By 2004, the association of local programs turned to the National Trust for Historic Preservation for help in restoring a full Main Street Coordinating Program Partner. Representatives from 20 local communities worked with staff from the Trust's Southern Regional Office to create a work plan for restoring the program. Five of the leading executive directors from local programs (Malinda Kiefer, Nancy Williams, Glenda Chrisp, and Jane Lee Wise) took the lead in approaching elected officials about restoring funding for a coordinating program.

Their efforts were well received by Governor Phil Bredesen and Economic and Community Development Commissioner Matt Kisber who restored funding for a coordinating program in 2004. Malinda Kiefer began working as a part-time coordinator that year and in 2005, the program designated five new communities. By 2006, the program funding was increased enough to hire a full-time coordinator and Kimberly Franklin Nyberg returned to the program as coordinator. In the next two years, the Tennessee Main Street Program designated two new programs and hopes to continue adding one or two programs annually.

§ IV. APPENDIX: NATIONAL MAIN STREET PROGRAM ACCREDITATION PERFORMANCE STANDARDS

Performance Standard #1: Has broad-based community support for the commercial district revitalization process, with strong support from both the public and private sectors

Background:

At its best, a local Main Street program represents and involves a coalition of organizations, agencies, businesses, and individuals from throughout the community — not just those who own property or businesses in the commercial district or who have a direct economic tie to it, but all members of the community who are interested in the community's overall health. Involvement by both the public and private sectors is critical as well; neither sector can revitalize the commercial district without the skills and vantage points of the other. Ideally, both sectors will participate in the revitalization process by providing funding, leadership, and ideas, and by encouraging collaboration between existing programs to assist the revitalization process.

By actively involving a broad range of interests and perspectives in the revitalization process, the Main Street program leverages the community's collective skills and resources to maximum advantage. The overall goal is for a broad range of constituencies from both sectors to understand and be philosophically committed to the revitalization process and, to that end, to commit the maximum resources possible to achieve the goal of revitalizing the commercial district.

Guidelines:

- The Main Street organization should have the active participation of various stakeholders at the committee and board levels, including such constituents as:
 - local government
 - civic groups
 - regional planning groups
 - community development organizations
 - realtors
 - consumers
 - property owners
 - churches, temples, religious institutions
 - business owners
 - historic preservation organizations
 - local industries
 - school groups and students
 - financial institutions
 - architects and building contractors
 - transportation authorities
 - parking authorities
 - developers
 - district/neighborhood resident

- Participants should contribute financial, in-kind, and volunteer support for the revitalization program.
- Participants should also look for, and act on, opportunities to make connections between other programs with which they are involved and the Main Street revitalization effort so that, by doing their own work a little smarter, or in a more integrated way, other programs help further the revitalization process.
- The program should include an ongoing process for volunteer recruitment, orientation, and recognition, constantly refreshing its pool of volunteers and involving new volunteers each year.
- The downtown revitalization program has broad-based philosophical support from the community.
- Municipal government demonstrates a philosophical commitment to downtown revitalization.

Performance Standard #2: Has developed vision and mission statements relevant to community conditions and to the local Main Street program's organizational stage

Background:

A mission statement communicates the Main Street organization's sense of purpose and overall direction. A vision statement communicates the organization's long-term hopes and intentions for the commercial district. Both should be developed with broad participation by the board, committees, program volunteers, and community input.

Guidelines:

Some revitalization programs begin with a vision statement; others develop a vision statement after several years of work. At a minimum, the Main Street organization should have a mission statement in place, reviewed annually (and updated, if appropriate). If the organization does not have a vision statement at the beginning of the revitalization process, it should develop one prior to the organization's transition from the catalyst phase to the growth phase.

- The organization has an appropriate written mission statement.
- The mission statement is reviewed on annually and updated as appropriate.
- The organization has an appropriate written vision statement.

Performance Standard #3: Has a comprehensive Main Street work plan

Background:

A comprehensive annual work plan provides a detailed blueprint for the Main Street program's activities; reinforces the program's accountability both within the organization and also in the broader community; and provides measurable objectives by which the program can track its progress.

Guidelines:

- The work plan should contain a balance of activities in each of the four broad program areas that comprise the Main Street approach — design, organization, promotion, and economic restructuring.
- The work plan should contain measurable objectives, including timelines, budgets, desired outcomes, and specific responsibilities.
- The work plan should be reviewed, and a new one should be developed annually.
- Ideally, the full board and committees will be involved in developing the annual work plan. At a minimum, though, the full board should adopt/approve the annual work plan.
- The work plan should distribute work activities and tasks to a broad range of volunteers and program participants.
- There has been significant progress in each of the four points based on the work plan submitted last year.

Performance Standard #4: Possesses a historic preservation ethic

Background:

Historic preservation is central to the Main Street program's purpose. The historic buildings and public spaces of a traditional commercial district enrich civic life and add value on many levels to the community. Developing a historic preservation ethic is an ongoing process of education and discovery for a community and for a local Main Street program. Main Street programs that have embraced a strong historic preservation ethic are successful in saving, rehabilitating, and finding new uses for traditional commercial buildings and in intensifying the uses of the district's buildings, through both specific building improvement projects and through policy and regulatory changes which make it easier to develop property within the commercial district.

Some Main Street programs purport to support preservation values, but do not fully understand that preservation is an ethic, not just an activity or group of activities. Historic preservation involves not only the process of rehabilitating, restoring, or renovating older commercial buildings but also the process of adopting planning and land use policies that encourage full use of existing commercial centers before new development takes place, removing the regulatory and other barriers which sometimes make it difficult to attract investment to historic commercial districts.

Guidelines:

- The program has, or is working toward putting in place, an active and effective design management program (which may include financial incentives, design assistance, regulatory relief, design review, education, and other forms of management).
- The program encourages appropriate building renovation, restoration, and rehabilitation projects.
- When faced with a potential demolition or substantial structural alteration of a significant, historic, or traditional building in the Main Street district, the program actively works to prevent the demolition or alteration, including working with appropriate partners at the state,

local, or national level to attempt to stay or alter the proposed activity; developing alternative strategies for the property's' (ies') use; and/or educating local leaders about the importance of retaining existing buildings and maintaining their architectural integrity.

- The program works to find creative adaptive use, financing, and physical rehabilitation solutions for preserving old buildings.
- The program recognizes the importance of planning and land use policies that support the revitalization of existing commercial centers and works toward putting planning and land use policies in place that make it as easy (if not easier) to develop property within the commercial district as it is outside the commercial district. Similarly, it ensures that financing, technical assistance, and other incentives are available to facilitate the process of attracting investment to the historic commercial district.
- The program builds public awareness for the commercial district's historic buildings and for good design.

Performance Standard #5: Has an active board of directors and committees

Background:

Main Street revitalization is an ongoing process of changing a community's attitudes about its traditional commercial district(s). The direct involvement of an active board of directors and committees is key to this process. The Main Street director is responsible for facilitating the work of volunteers, not for single-handedly revitalizing the commercial district. In some areas, and in communities of some sizes, local Main Street programs have been launched by or have merged with other organizations which have a broader agenda (such as a chamber of commerce or a community development corporation). A local Main Street program in one of these circumstances has a better chance of long-term success if it maintains focus on its particular purpose and if its mission statement, work plan, budget, and governing body remain distinct from that of the larger organization in which it is contained.

Guidelines:

- The board is a working, functional board that understands its roles and responsibilities and is willing to put forth the effort to make the program succeed.
- Committee members assume responsibility for the implementation of the work plan.
- The program has a dedicated governing body, its own rules of operation, its own budget, and its own bylaws, and is empowered to carry out Main Street's mission, even if the Main Street program is a part of a larger organization.
- The board has well-managed, regularly scheduled meetings, with an advance agenda and regular distribution of minutes.
- Committees have well-managed, regularly scheduled meetings with an advance agenda that addresses the committee work plan.

Performance Standard #6: Has an adequate operating budget

Background:

In order to be successful, a local Main Street program must have the financial resources necessary to carry out its annual and evolving program of work. The size of a program's budget will change as the program matures (in its early years, it may need less money than in its growth years). Also, program budgets are likely to vary according to regional economic differences and community size.

Guidelines:

- The Main Street program's budget should be adequate to achieve the program's goals.
- The budget should be specifically dedicated for the purpose of revitalizing the commercial district.
- The Main Street program's budget should contain funds adequate to cover the salary and fringe benefits of staff; office expenses; travel; professional development; and committee activities.

The dollar amount that is "adequate" for a program budget may vary from region to region, depending on local costs of living, and may be different for small town, midsize, and urban Main Street programs. General guidelines for minimum operating budgets are:

- small town programs: \$30,000+ annually
- midsize community programs: \$45,000+ annually
- urban neighborhood programs: \$80,000+ annually
- Revenue sources are varied and broad-based, including appropriate support from municipal government.
- There is a strategy in place to help maintain stable funding.
- There is a process in place for financial oversight and management.
- Regular monthly financial reports are made by the treasurer to the board.

Performance Standard #7: Has a paid, professional executive director

Background:

Coordinating a successful Main Street program requires a trained, professional staff person. While Main Street directors come from a broad range of academic and professional backgrounds, the most successful executive directors are those who are good communicators; who can motivate volunteers; and who have good project management skills, being able to keep the revitalization program's many activities moving forward on schedule and within budget. In most instances, the Main Street executive director's position is full-time (generally 40+ hours per week). In small towns without the resources to hire a full-time executive director, a part-time director is usually acceptable (generally 20+ hours per week).

Guidelines:

- The Main Street executive director should be paid a salary consistent with those of other community development professionals within the city, state, or region in which the program operates.
- The minimum amount of time the Main Street executive director works each week should be consistent with comparable Main Street programs in the city, state, or region.
- The executive director should be adequately trained — and should continue learning about revitalization techniques and about issues affecting traditional commercial districts.
- The executive director has a written job description that correlates with the roles and responsibilities of a Main Street director.
- There is a formal system in place for evaluating the performance of the executive director on an annual basis.
- Adequate staff management policies and procedures are in place.

Performance Standard #8: Conducts program of ongoing training for staff and volunteers

Background:

In order to meet new challenges and ensure a strong organization, Main Street program participants need ongoing training. Participants — both staff and volunteers — need different skills in different phases of the revitalization process; for that reason, the skills a program's participants learn in the program's catalyst phase are rarely adequate for the growth or management phases. As staff and volunteer turnover occurs, new staff members and new volunteers will need basic Main Street training. And, all program participants should stay current on issues that affect traditional commercial districts and on new revitalization techniques and models.

Guidelines:

The local Main Street program develops local leadership capacity through such mechanisms as:

- taking advantage of citywide, state, regional, and national training opportunities;
- making reference and training materials available locally — and using them; and
- providing/conducting training when appropriate, including annual Main Street 101 training, annual orientation for board members, and annual committee training.

Performance Standard #9: Reports key statistics

Background:

Tracking statistics — reinvestment, job and business creation, and so on — provides a tangible measurement of the local Main Street program's progress and is crucial to garnering financial and programmatic support for the revitalization effort. Statistics must be collected on a regular, ongoing basis.

Guidelines:

- The program collects and tallies statistics related to the revitalization movement, using the baseline criteria listed below. It should keep this data from year to year, providing an economic record of the program's impact over the course of its history. This information is distributed regularly to constituents and in the annual report.
- The program submits regular reports to the statewide, countywide, or citywide Main Street coordinating program (either monthly or quarterly, as specified by the coordinating program).
- Baseline data should include:
 - Community population
 - Net of all gains and losses in jobs
 - Net of all gains and losses in new businesses
 - Number of building rehabilitation projects
 - Number of public improvement projects
 - Number of new construction projects
 - Number of housing units created: upper floor or other
 - Monetary value of private investment spent in above projects: i.e., individuals or private sources of money spent on building rehabs, public improvements, or new construction.
 - Monetary value of public investment spent in above projects: i.e., city, county, state, or federal money spent on building rehabs, public improvements, or new construction.
 - Monetary value total of all investment and public and private investment
 - Ground-floor vacancy rate when your program started
 - Ground-floor vacancy rate now
 - Rental rate per square foot when program started
 - Rental rate per square foot now
 - Program's annual operating budget

Performance Standard #10: Current member of the National Trust National Main Street Network

Background:

Participation in the National Trust Main Street Network membership program connects local programs to their counterparts throughout the nation, providing them with valuable information resources.

Guideline:

- The organization is a current member of the National Trust Main Street Network Membership program.